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Planning and organizing skills for managers pdf

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The P-O-L-C framework is a widely recognized structure for understanding management functions, which include planning, organizing, leading, and controlling. These functions are not mutually exclusive, but rather interconnected in the daily operations of an organization. While this framework has been subject to criticism, it still provides a useful tool for categorizing managerial activities. Planning involves setting objectives, forecasting future conditions, and making informed decisions. It requires environmental scanning, objective establishment, course action identification, decision-making, plan formulation, implementation, and ongoing evaluation. Strategic planning is a type of planning that focuses on competitive opportunities and threats, as well as organizational strengths and weaknesses. The P-O-L-C framework can be applied in various contexts, including organizations with distinct goals and priorities. However, it's essential to recognize the limitations of this framework, which may not accurately depict the complexities of real-world management scenarios. Organizations must identify their weaknesses and develop strategies to excel in their environment. This long-term process typically spans three years or more, involving the entire organization and setting objectives. Strategic planning is rooted in an organization's mission, its fundamental purpose for existence. Top management usually leads this effort. Tactical planning focuses on implementing the strategic plan over one to three years, while operational planning concentrates on short-term goals (less than a year) that support both tactical and strategic plans. Middle-level managers often lead tactical planning, whereas top management typically handles strategic planning. Organizing involves designing an organizational structure and allocating resources to achieve objectives. This framework is crucial for coordinating efforts and can be visualized through an organization chart, illustrating the chain of command. Decisions regarding job design, departmentalization, and human resource allocation are all part of organizing. At the organizational level, decisions include deciding how to cluster jobs into departments to maximize efficiency. Multiple methods exist, such as organizing by function, product, geography, or customer, with larger organizations often employing a combination of approaches. Job design at the individual level aims to effectively utilize human resources. Traditionally, this involved division of labor and specialization, assuming narrower job content leads to greater proficiency. However, experience shows that overly specialized jobs can lead to negative outcomes like decreased job satisfaction and organizational commitment, increased turnover rates, and more. In recent years, companies have been striving to find a delicate balance between employee specialization and job variety. This has led to the creation of jobs that emphasize empowerment, teamwork, and autonomy. For instance, HUI Manufacturing, a custom sheet metal fabricator, has moved away from traditional departmental structures in favor of customer-centric approaches, where employees are involved in company-wide meetings and team huddles to better understand their customers' needs (Huimfg, 2008). Leading as a management function involves using social and informal influence to inspire others to take action. Effective leaders motivate their subordinates to work towards organizational goals. Research from the behavioral sciences has provided valuable insights into how managers can lead effectively, including understanding their subordinates' personalities, values, attitudes, and emotions. Studies have also shown that good leadership styles depend on the situation, making it essential for managers to know when to apply specific approaches. Controlling, another crucial management function, is about ensuring performance meets or exceeds standards. This involves setting performance benchmarks, comparing actual results against these targets, and taking corrective action if necessary. Performance can be measured through various means, such as financial statements, sales reports, customer satisfaction surveys, and formal performance evaluations. While controlling might seem like a restrictive concept, it is actually about ensuring work-related activities align with organizational objectives without attempting to manipulate individuals' personalities or attitudes. Instead, managers use this function to take necessary actions that ensure the work of their subordinates meets or exceeds expectations, thereby contributing to the overall success of the organization. are integral to the achievement of organizational and departmental goals. A robust control system relies on well-defined plans, as these provide critical performance standards or objectives. Moreover, it is essential to clearly understand who bears responsibility for deviations from set standards. Two established control methods are budgeting and performance audits. An audit involves examining and verifying records and supporting documents, while a budget audit offers insight into the organization's progress in relation to planned budgets. A performance audit might investigate whether reported figures accurately reflect actual performance. Effective controlling extends beyond financial metrics; managers must also oversee production and operations processes, ensure compliance with company policies, and manage various other organizational activities. The core functions of planning, organizing, leading, and controlling are widely regarded as the most comprehensive description of a manager's role and the best framework for understanding management principles. Despite significant changes in environmental factors and managerial tools, managers continue to execute these fundamental functions. According to established knowledge on management, there are four critical components: planning, organizing, leading, and controlling. The P-O-L-C framework provides valuable guidance on what constitutes an ideal manager's job.